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*Employment Psychology.* H. C. LINK. New York: The Macmillan Company. 1919. Pp. 440.

In a preface to the book Professor E. L. Thorndike calls it "important because it gives an honest, impartial account of the use of psychological tests under working conditions in a representative industry." The author "has the great merit of writing as a man of science assessing his own work, not as an enthusiast eager to make a market for psychology with business men."

The first part of the book gives a history of the author's experiences in the relatively new field of employment psychology, the problems that he met, such as the need for analysis of occupations into measurable units, for tests to measure these units, for the technique of applying these tests, for adequate checks upon the value of the tests, and finally for the need of establishing effective relations among psychologists, industrial leaders and employees. The author here presents a very conservative account of the results achieved in the form of correlations between performance in groups of tests and actual performance in terms of output of work or other available measure of efficiency. This very necessary check upon the validity of measuring devices is still ignored by the champions of many of the widely advertised schemes for vocational selection. Data are presented for tests of assemblers, clerks, stenographers, typists, comptometrists, inspectors, machine operators, and apprentice tool-makers and machinists.

The scope of psychological tests is shown to have definite limitations as to the type of individual who can be measured. For instance, the tests are inadequate for selecting executives and industrial leaders, and the reasons for this are clearly set forth. The tests are shown to be limited also as to the characteristics of an individual that can be measured. They measure specific ability to do a given kind of work, but success in that work depends upon a variety of other factors, the so-called moral or character traits, which can at present be measured only indirectly.

Part II. of the book deals with trade tests, job analysis and the "vestibule school" as a selecting and training agency. Trade tests differ from the usual psychological tests in that they are intended to measure acquired information and skill, rather than native ability. Their successful use requires the same careful technique, standardization and checks as the tests of native ability. They make necessary also a classification and analysis of occupations according to the fundamental operations involved. When such an analysis has been made and the tests for ability to perform these fundamental operations have been developed, the selection of the man for the job will be much simplified.

Part III. discusses the factors which work for and against the retention of properly selected employees. The importance of the other conditions of success than specific ability, that is, the moral qualities, is shown to be most adequately measured in terms of output or production. The various methods for keeping records of individual production are described and sample record cards are presented. In industries where standards of production are not feasible from which relative production of the individual may be determined, the method of "limited impression" is recommended. It consists in getting periodical estimates independently from two or more associates, of performance in terms of speed, orderliness, tact, initiative, *etc.* "If the work can not be standardized, and if the estimates of workers must depend upon personal opinions, the next best step must be taken. This step is to standardize the method in which personal opinion shall be expressed, and to pursue a course which shall reduce the chance elements in such expression to a minimum."

Part IV. contains a brief summary of the manner in which the material discussed in the book may be put into practise. An interesting chapter presents the point of view of the applicant or employee, a very necessary consideration in applying any method for his selection and retention. An appendix contains the tests mentioned in the text, together with standards and methods of computing scores.

A. T. POFFENBERGER.

COLUMBIA UNIVERSITY.

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## JOURNALS AND NEW BOOKS

THE PHILOSOPHICAL REVIEW. March, 1919. *The Personalistic Conception of Nature* (pp. 155-146): MARY WHITON CALKINS. - "The first division of the paper will attempt accordingly to trace the metamorphosis of vitalism into personalism and to show that this psychological vitalism antagonizes no justified claim of mechanism. The later divisions of the paper will discuss the philosophical nature and the bases of a personalistic cosmology." *The Development of Coleridge's Thought* (pp. 147-163): NORMAN WILDE. - Coleridge was a constructive critic. His attitude was largely assimilative and appreciative. It is for this reason important to estimate the historical development of his thought. He was a born Platonist of the mystic type. He is incorrectly labeled a German transcendentalist. He belongs rather to the traditional English Platonism of the seventeenth century. *Mind, Body, Theism,*